

# EXHIBIT 73



## Advisory services

Advisory Services helps clients solve business and operational challenges, make informed, commercial decisions and implement better, more sustainable solutions. We work hand in hand with Arup's entire range of technical experts, meaning clients gain access to insights and opportunities that other consultants miss.

We are economists, business strategists, environmentalists, change managers, investment specialists and digital experts – all united by the desire to produce a more sustainable future for all. Our experts add value at every stage of the project lifecycle.

### Services

Discover the different ways we can help your organisation:



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Strategy consulting



Operations consulting



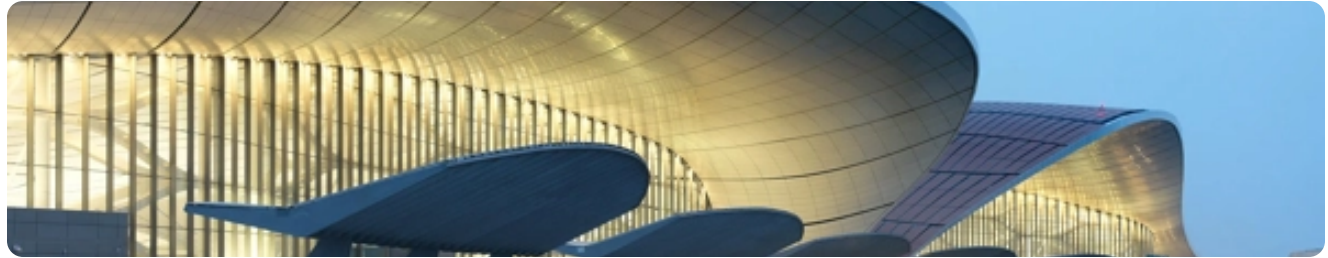
Business investor advisory



People and organisations

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Project and programme management



Asset management

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Digital strategy and transformation

ESG strategy, reporting and investments

Foresight

Logistics, freight and supply chain management

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## Learn more about the work we do:

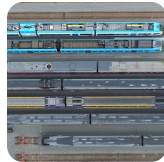
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Advising on the use of  
public-private  
partnerships to reactivate  
rail  
transportation in  
Colombia

Colombia Rail  
Public-Private  
Partnership  
(PPP) Analysis

[Insights](#)

## Learn more from our experts:

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Markets

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**Andy Hodgson**

Principal

Andy leads Arup's Global Advisory Services.



**Tim Treharne**

Principal

Tim Treharne is Arup's Americas Advisory Services Leader.



**Jonathan Griffin**

Principal

Jonathan Griffin is Advisory Leader for Australasia.



**Patrick Yung**

Director

Patrick leads Arup's Advisory Services for East Asia region and has been with the firm since 2004.

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## Duncan White

Director

Duncan leads Arup's Advisory Services for the Europe Region, where we combine our deep technical knowledge of the built environment with our advisory services to help a range of public an...



## Sophie Camburn

Director

Sophie leads our Advisory Services for the UKIMEA region and is based in Bristol.

We are a global collective dedicated to sustainable development. We use technology, imagination and rigour to shape a better world.

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